



Program Guidelines

Virginia Main Street Program

Department of Housing and Community Development

501 North 2nd Street

Richmond, Virginia 23219

804-371-7030

mainstreet@dhcd.state.va.us

The Virginia Main Street Program: 15 Years of "Building Vitality Downtown!"

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Virginia Main Street Program Guidelines

The Virginia Main Street Program is a preservation-based economic and community development program that follows the National Main Street Center's Main Street Approach™. Virginia Main Street offers a range of services and assistance to meet the variety of needs of communities interested in revitalization. While the program was designed to address the need for revitalization and on-going management of smaller to mid-sized downtowns, aspects of the Main Street Approach™ may be applied successfully in other commercial settings.

The focal point of the program is assistance to competitively selected communities that are working in traditional downtown settings and meet certain threshold criteria. Communities with a population of 75,000 or less with a high degree of commitment and readiness that wish to use the Main Street Approach™ in a traditional downtown setting may apply for formal Virginia Main Street designation. If you are just getting started, do not want full Main Street designation, or for communities that wish to use the Main Street Approach™ in non-traditional commercial settings, there is an Affiliate Program. Communities of any size may participate in the Affiliate Program.

Virginia Main Street also serves as general clearinghouse on the latest tools and techniques in downtown development. General information, primary and secondary research and audio-visual and resource materials are available from the program to any individual or organization with a general interest in Main Street and downtown development. Virginia Main Street staff is available as resources permit to provide on-site visits.

For additional information, or to use our resource material, contact us at:

Virginia Main Street Program
Virginia Department of Housing and Community Development
501 North Second Street
Richmond, Virginia 23219
804-371-7030
mainstreet@dhcd.state.va.us
www.dhcd.state.va.us/mainst.html

Main Street Community Designation

Virginia Main Street provides a full-range of assistance to designated communities, from intensive services to meet the needs of newly designated communities to services that help Mature programs maintain focus and effectiveness. Designated Main Street programs work to develop the critical tools for downtown revitalization such as design and economic incentives, market driven promotions and volunteer recruitment programs. Virginia Main Street provides resources and guidance to help local programs create core competencies in revitalization.

How to Apply

Application rounds are held every three to four years as resources permit. Communities with an interest in seeking Main Street designation are encouraged to participate as a Start-Up community first.

Eligibility Criteria

Towns, cities or counties must meet the following requirements to be eligible to apply for full Main Street designation:

1. **Have a population of no more than 75,000 based on the 1990 Census (cities and towns only).**
There is no population maximum for Counties. Counties may submit an application for an unincorporated area that has at least 50 commercial enterprises and 70 commercial structures in the proposed Main Street district.
2. **Have at least 50 commercial enterprises and 70 commercial structures in the proposed Main Street district.** Experience shows that there must be a critical mass of buildings and businesses to form a foundation for revitalization efforts. It is also critical that there is a concentration of structures that would be eligible for frequently used rehabilitation incentives.

THINGS TO KEEP IN MIND

Where to House the Program

Experience has shown that a Main Street program functions most successfully as an independent nonprofit organization. Although vital partners, Chambers of Commerce or local economic development offices are not effective organizational structures for downtown development. If your community is interested in full Main Street designation, you will need an independent nonprofit organization. If a Special Assessment District is in place for the proposed Main Street district, Virginia Main Street may consider a proposal to house the program as a department of local government, but this option is not preferred.

Your Financial Commitment

Virginia Main Street uses an **initial** minimum funding period of five years to correspond with our intensive new community services. Most communities realize a strong return on their financial investment in the Main Street effort and both the private and public sectors choose to make an on-going financial commitment. We rank higher applications that show proof of a strong on-going financial commitment. An adequate budget is required to maintain Main Street designation and to receive on-going services.

Clerical Support

Executive directors need clerical support to be effective. Communities should consider providing through paid staff or volunteers, the equivalent of 20-hour minimum per week of clerical support. (Small communities - 15 hrs).

Designation Requirements

Communities selected to join Virginia Main Street must meet the following designation criteria, and must continue to meet them to maintain Main Street designation.

| NEWLY DESIGNATED MAIN STREET COMMUNITY REQUIREMENTS | |
|---|--|
| Work in a traditional Main Street district | Main Street districts must be a physical setting conducive to applying the Main Street Approach™, including a pedestrian scale and orientation; critical mass of buildings and businesses; and critical mass of structures that would be eligible for frequently used rehabilitation incentives. See Page 10 for the specific criteria for a traditional Main Street district. |
| Use the Main Street Approach™ | Main Street provides the only comprehensive approach specifically designed to address the issues and opportunities of traditional downtown commercial districts. It is proven to work and following the approach is a requirement of initial and on-going designation. |
| Have a downtown organization | The downtown constituency is unique and has not been adequately served by traditional economic and business development groups. A separate, independent organization with a mission to act as the advocate for downtown is the only way to reverse decline and foster progress. The organization should include a Main Street committee structure. |
| Have sustainable program funding | Financial stability of the Main Street organization is crucial to staying focussed on the program's mission. Besides covering salaries, downtown organizations must provide an adequate operating budget to cover travel, training, an active program of work and clerical assistance. Budgets will vary by community and samples are available from Virginia Main Street. |
| Employ an executive director | Paid professional staff to manage the downtown and the revitalization work is critical. Communities with populations under 5,000 can have success with a part-time program manager (a minimum of 25 hours per week). Other communities must have full-time management to be effective (minimum 40 hours per week). |
| Sign a Letter of Agreement | Local commitment and support is critical to Main Street success. Designated communities, the downtown organization and DHCD sign a letter of agreement that clearly specifies the responsibilities of each. |

In addition to these requirements, designated Main Street communities must meet on-going **administrative requirements**, including **work planning**; regular attendance at **Main Street training** events; regular **monthly reporting** of economic development statistics; progress in **addressing Resource Team recommendations** and progress in meeting **Core Competencies** (listed on Page 11).

Newly Designated Main Street Communities

Virginia Main Street provides the most intensive service in the first five years of program designation. Special services are provided in the first year to help the community assess issues facing downtown, map out a general strategy for revitalization and train the community in the tools and techniques needed to succeed.

| NEWLY DESIGNATED MAIN STREET COMMUNITY SERVICES | |
|---|---|
| First Year Services | |
| Services are listed in the general order in which they are provided | |
| Reconnaissance Visit | State and outside specialists perform a preliminary needs assessment of the physical and economic environment of the community and downtown. (On-site) |
| Organizational Visit | State staff assists with organizational issues including roles and responsibilities of staff and Board. Work planning assistance is also provided. (On-site) |
| Main Street 101 Training | State staff and specialists train local programs in the Main Street Approach™. |
| Resource Team Visit | A team of experts in such fields as preservation architecture, business development and marketing is assembled to address a community's specific needs. (On-site) |
| Core Components Checklist | Identifies program benchmarks and serves as the basis for committee work plans. |
| Specialist Services and Technical Assistance | |
| Provided in Years 2 –5 | |
| Design Assistance | Comprehensive assistance from an architect with expertise in older historic commercial architecture, including façade designs, consultations and training. |
| Specialist Visits | One-day visits by State staff and downtown development specialists to help communities address specific issues. |
| Year-End Evaluations | State staff and specialists come on-site to assess organization progress. |
| Program Support and Professional Development | |
| Provided Years 1 – 5 | |
| National Main Street Center Network Membership | Benefits include subscriptions to technical publications, newsletters and a hot line. |
| Program Manager Training | Regular training by state and national experts is provided. Managers must attend. Board and committee members are encouraged to attend. |
| Regional Board Training | As needed training by State staff and experienced Board members. |
| Scholarships | Scholarships to the NMSC's annual conference are provided. |
| Work Planning Assistance | State staff is available to facilitate local strategic and work planning. |
| Telephone Consultation | State and National Main Street Center staff are available for phone consultations. |
| Virginia Main Street Library | More than 175 titles are available for loan. Extensive files are also available. |
| Marketing | |
| Provided Years 1 – 5 | |
| Highway signage | Highway signs to denote Main Street designation are provided. |
| Public Relations | Regular press coverage and exposure is provided through media releases and marketing materials, including the Calendar of Events and Annual Report. |
| Use of Main Street Logo | Camera-ready artwork is provided. |

Mature Main Street Communities

Restored facades, lower vacancy rates and new streetscapes are not signs that revitalization is finished. It means that Main Street programs are entering the management or mature phase. Designated communities in good standing are considered Mature programs after their first five years of designation. Virginia Main Street provides on-going services to assist Mature communities in maintaining long-term effectiveness and progress.

| MATURE MAIN STREET COMMUNITY SERVICES | |
|---|---|
| Specialist Services and Technical Assistance | |
| Design Assistance | Limited assistance is available. |
| Specialist Visits | Virginia Main Street Staff available on request. Specialists, as resources allow. |
| Year-End Evaluations | As needed. |
| Program Support and Professional Development | |
| Program Manager Training | Regular training by state and national experts is provided. Managers must attend. Board and committee members are encouraged to attend. |
| Regional Board Training | As needed training by State staff and experienced Board members. |
| Scholarships | Scholarships to the NMSC's annual conference are provided. |
| Work Planning Assistance | State staff is available to facilitate local strategic and work planning. |
| Telephone Consultation | State and National Main Street Center staff are available for phone consultations. |
| Virginia Main Street Library | More than 175 titles are available for loan. Extensive files are also available. |
| Marketing | |
| Public Relations | Regular press coverage and exposure is provided through media releases and marketing materials, including the Calendar of Events and Annual Report. |
| Use of Main Street Logo | Camera-ready artwork is provided. |
| MATURE MAIN STREET COMMUNITY REQUIREMENTS | |
| Work in a traditional Main Street district | Mature communities must continue to meet the original designation requirements and all administrative requirements to receive services. |
| Use the Main Street Approach™ | |
| Have a downtown organization | |
| Have sustainable program funding | |
| Employ an executive director | |

THE FINE PRINT

All designated Main Street communities must meet the designation requirements on page 3 and these administrative requirements to receive services:

- ✓ Monthly reporting;
- ✓ Attending training events;
- ✓ Regular work planning.

Virginia Main Street reserves the right to re-assign communities with a chronic failure to meet administrative requirements to a more appropriate level of participation.

New communities must also meet Core Competencies and make progress in addressing Resource Team recommendations.

Communities not meeting Core Competencies will be required to use specialist visits to assist in meeting them, and design assistance may be withheld until appropriate Core Competencies are met.

Fully designated Main Street communities that can not maintain the designation level of funding, program structure or staffing, or wish to work outside a traditional Main Street district, are eligible to participate as a Main Street Affiliate at any time. Communities that are able to meet designation and administrative requirements within one year can request to be re-instated at the appropriate level.

Designated communities that no longer follow the Main Street Approach™ will be considered inactive, and will be dropped from the Main Street roster and all marketing materials. The Main Street Highway Signs will be removed.

Main Street Affiliates

Fully designated Main Street communities that no longer meet the designation requirements for funding, staffing, program structure or district appropriateness but want to continue to follow the Main Street Approach™ may participate at the Affiliate level.

How to Apply

Designated communities may become a Main Street Affiliate by requesting such in writing to the Virginia Main Street Program.

| MAIN STREET AFFILIATES | |
|---|--|
| Services | |
| Program Manager Training | Training by state and national experts on key downtown development topics is provided on a regular basis. |
| Regional Board Training | As needed training by State staff and experienced Board members. |
| Work Planning Assistance | State staff is available as resources permit to facilitate local strategic and work planning. |
| Telephone Consultation | State staff are available for phone consultations. |
| Virginia Main Street Library | More than 175 titles are available for loan. Extensive files are also available. |
| Requirements | |
| Have a broad-based revitalization organization | This organization does not have to be an independent non-profit and may include Chambers of Commerce; departments of local government or other structures. |
| Use the comprehensive Main Street Approach™ | Main Street Affiliates must continue to use the Main Street Approach™. |

The Fine Print

Communities must actively participate to remain a Main Street Affiliate. Programs not actively participating will be considered inactive and will not be eligible for services at this level until performance improves.

Start-Up Communities: Getting Ready for Designation

Communities intending to seek Main Street designation are encouraged to participate first as a Start-Up Community.

Start-Up Community services help communities build an appropriate organizational and funding base in order to effectively implement a Main Street program and help prepare them for the Main Street application process. Participation as a Start-Up Community does not guarantee selection as a designated Main Street community, but it can help communities strengthen their revitalization efforts.

How to Apply

Start-Up communities are expected must meet the program eligibility criteria outlined on page 2 and may apply at anytime by completing a brief application. Virginia Main Street will work with four to six Start-Up Communities at any one time.

| START-UP COMMUNITIES | |
|---|--|
| Services | |
| Mini Reconnaissance Visit | State staff and local Main Street manager perform a needs assessment. (On-site) |
| Work Planning Assistance | State staff will facilitate local strategic and work planning. |
| On-site Board Training | State staff and experienced Board members will provide training. |
| Scholarships | Scholarships to the National Main Street Center's annual conference are provided. |
| Program Manager Training | Regular training by state and national experts is provided. |
| Telephone Consultation | State and NMSC staff are available for phone consultations. |
| Virginia Main Street Library | 175 + titles are available for loan. Extensive files are also available. |
| Requirements | |
| Work in a traditional Main Street district | See Page 10 for the specific criteria for a traditional Main Street district. |
| Use the Main Street Approach™ | It is a requirement of initial and on-going designation. |
| Form a downtown organization | Start-Ups must work to form an independent organization with a mission to act as the advocate for downtown. |
| Develop sustainable program funding | Start-Ups must work to develop sustainable program funding. Virginia Main Street recommends establishing a Special Assessment District. Information on SAD and sample budgets are available. |
| Employ an executive director | Start-Ups are not expected to employ staff, but must work toward that. |
| Sign a Letter of Intent | Communities must sign a Letter of Intent to show commitment to applying for Main Street designation. |

The Fine Print

Communities should expect to work as a Start-Up for two to three years. Communities must actively participate and build organizational readiness to remain a Start-Up Program.

Programs that do not actively participate will be considered inactive and will no longer be eligible for services. Communities may reapply for participation at this level as appropriate.

The Affiliate Program provides a range of services and assistance to meet a variety of community commitment and readiness levels.

The Affiliate option is for communities that are exploring downtown revitalization, those that can not or do not wish to meet Main Street designation requirements or that wish to apply the Main Street Approach™ in a non-traditional commercial setting. A core feature of the service to Affiliates is access to training by state and national downtown development experts. Previously, this training was limited to fully designated Main Street communities. Now Affiliates will have the opportunity to learn about best practices in the field and to network with peers from around the state.

How to Apply

Communities may become a Affiliate at anytime with successful completion of a one-page application.

| AFFILIATES | |
|---|--|
| Services | |
| Program Manager Training | Training by state and national experts on key downtown development topics is provided on a regular basis. |
| Regional Board Training | As needed training by State staff and experienced Board members. |
| Work Planning Assistance | State staff is available as resources permit to facilitate local strategic and work planning. |
| Telephone Consultation | State staff are available for phone consultations. |
| Virginia Main Street Library | More than 175 titles are available for loan. Extensive files are also available. |
| Requirements | |
| Have a broad-based revitalization organization | This organization does not have to be an independent non-profit and may include Chambers of Commerce; departments of local government or other structures. |
| Use the comprehensive Main Street Approach™ | Affiliates must commit to using the Main Street Approach™. |

The Fine Print

Communities must actively participate to remain a Affiliate. Programs that do not actively participate will be considered inactive and will not be eligible for services until performance improves.

Traditional Main Street Districts

The Virginia Main Street Program is a preservation-based economic and community development program that follows the National Main Street Center's Main Street Approach™. The program was designed to address the need for revitalization and on-going management of smaller to mid-sized downtowns and uses the traditional assets of downtowns as a catalyst for revitalization. Nationwide and in Virginia, successful Main Street districts have certain common characteristics:

- ✓ A pedestrian scale and orientation;
- ✓ A critical mass of buildings and businesses which form the foundation for revitalization efforts;
- ✓ A critical mass of structures that would be eligible for frequently used rehabilitation incentives (state and federal tax credits and local tax abatement).

In order to assure a physical setting conducive to applying the Main Street Approach™ to commercial revitalization, proposed Main Street districts need to have:

- ❑ At least **50 commercial enterprises** and **70 commercial structures**;
- ❑ At least **2/3rds of the structures are commercial** (or commercially zoned) buildings and have a pedestrian scale and orientation including such elements as ground floor storefronts;
- ❑ At least **25 percent** of the linear street frontage has a **setback of 15' or less** from the sidewalk;
- ❑ A **compact size** and regular pattern of sidewalks so that it can be comfortably walked by pedestrians.

Communities interested in Main Street designation may request Virginia Main Street to review a potential district for its appropriateness. Main Street staff will evaluate the proposed district using the above measures. In addition, some consideration will be given to the presence of other non-commercial anchors such as government facilities or non-profit activities, such as cultural arts centers or theaters. Existing Main Street programs seeking to enlarge the boundaries of their current districts must also meet these guidelines for the expanded district.

Roles and Responsibilities

The **community** must propose specific boundaries for the commercial district revitalization effort and provide evidence that the district meets these criteria. Virginia Main Street can provide assistance with methods for compiling this information including building and business inventories, as well as guidance on how to measure setback.

Virginia Main Street will review the district criteria and make an on-site visual assessment of the commercial district at the request of the community to determine the appropriateness of the proposed new or expanded district. A written summary of the assessment will also be provided.

Required Core Competencies

To assist designated Main Street communities in the incremental and comprehensive development of an active downtown revitalization program, Virginia Main Street has developed the following list of

core competencies. While individual projects and activities are unique to the community, there are some general tasks and types of projects Virginia Main Street has found to be vital to the progressive growth of a Main Street program and organization. These competencies are meant to be a base level of activity, and communities should strive to undertake more challenging projects as they build capacity.

Steady progress in meeting core competencies must occur during the first three to five years of the organization's Main Street Designation in order for specialist services to continue. Core competencies must be in place in order for a community to progress to Mature Main Street designation. Progress in meeting the core competencies will be assessed during the annual Year-End Evaluations.

The core competencies are listed below and categorized according to the Main Street Approach™. In order to build a strong foundation for the program, a very active Organization Committee (often the Board of Directors) is required to work on the numerous projects listed under this category. Although there are many important organizational tasks, it is necessary to remember that the Main Street Approach™ is comprehensive and activities in the areas of Promotion, Design and Economic Restructuring, as well as Organization, are essential for an action-oriented program that achieves successful, on-going revitalization of the central business district.

Core competencies often build upon each other and are often related to competencies in other categories. While each community will complete the core competencies in their own time frame within the three to five year window, it is recommended that they be completed in the general sequence in which they are listed.

ORGANIZATION

This element of the Main Street Approach™ focuses on building collaboration among a broad range of public and private-sector groups, organizations and constituencies.

The Organization Committee plays a key role in keeping the board, committees and staff functioning by attracting people and money to the Main Street Program. To succeed, this committee must take responsibility for managing these financial and logistical aspects of the non-profit organization:

- ⇒ Raising money - for projects and administration, from donations and sponsorships;
- ⇒ Managing staff and volunteers - by recruiting and supervising people, and rewarding good work;
- ⇒ Promoting the program - to downtown interests and the public;
- ⇒ Managing finances - by developing good accounting procedures.

Organization Core Competencies

Please note that the lines between groups of activities indicate that these projects should be completed before the organization moves on to more advanced projects in the next grouping of items. This progression will serve to build a strong foundation upon which the organization can build a long-term, successful program.

- ❑ Develop an organizational structure, Articles of Incorporation and By-laws
- ❑ Formulate accounting systems *
- ❑ bookkeeping system
- ❑ Payroll/employee number
- ❑ Registrations: state, county, city

- ❑ Bank/charge accounts
 - ❑ Hire a Program Manager
 - ❑ Set up Main Street office including:
 - Permanent Location
 - Equipment
 - Furnishings
 - ❑ Develop a clear, shared mission and write it as a mission statement
 - ❑ Hold annual work planning sessions
 - ❑ Develop a written plan
 - Achieve Board approval
 - Send to VMS
 - ❑ Form committees and hold regular meetings
-
- ❑ Develop an organization logo (letterhead, etc.)
 - ❑ Decide on tax-exempt status and make application to IRS
 - ❑ Develop a annual budget
 - Achieve Board approval
 - Send to VMS
 - ❑ Initiate an annual, signed agreement with local government
 - ❑ Create and regularly update job descriptions for both staff and volunteers
 - ❑ Compile and send Board of Directors list and contact information to VMS
-
- ❑ Develop a long-term fundraising plan including:
 - Sustained and diverse income base
 - List of private contributors
 - At least one fundraising event
 - Produce an informational brochure about the organization
 - ❑ Create a mailing list for the organization including:
 - Downtown business owners
 - Downtown property owners
 - Local interest groups
 - Officials
 - Supporters
 - ❑ Develop and regularly publish a newsletter
 - ❑ Build a volunteer database
-

* It is also suggested that all programs have an annual audit by a CPA.

PROMOTION

This element of the Main Street Approach™ deals with marketing the district's assets to residents, visitors, investors and others through special events, retail promotion and activities that improve the way the district is perceived.

The Promotion Committee has the job of promoting downtown as the center of commerce, culture and community life for residents and visitors alike. To be effective this committee must move beyond cookie-cutter downtown promotion ideas. Specifically:

- ⇒ Understanding the changing market - identifying both potential shoppers and the competition;
- ⇒ Identifying downtown assets - including people, buildings, heritage and institutions;
- ⇒ Defining Main Street's market niche - its unique position in the marketplace;
- ⇒ Creating new image campaigns, retail promotions and special events - to bring people back to downtown.

Promotion Core Competencies

- ❑ Develop, approve and publish a balanced annual Calendar promotional events that includes a mix of special events, retail and image events.
- ❑ Evaluate promotional events including information on # of attendees and impact in reaching program goals
- ❑ Develop a media resource list
- ❑ Conduct outreach / media relations activities including:
 - Press releases
 - Print media columns
 - Press liaison
 - Feature articles
 - Radio/TV talk shows
- ❑ Create a downtown business directory
- ❑ Initiate and complete at least one special event
- ❑ Initiate and complete at least one retail event
- ❑ Conduct downtown image development activities including:
- ❑ Identify downtown's assets
- ❑ Compile information about the marketplace
- ❑ Analyze data
- ❑ Match assets with market niches
- ❑ Write a positioning statement
- ❑ Conduct Image advertising (Examples: newspaper, radio, TV, direct mail ads)
- ❑ Develop collateral materials (Examples: entrance signs, banner, shopping bags, buttons, Tee-shirts w/ logo)
- ❑ Develop media relations (Examples: media kits, press releases, press receptions for major projects, TV, radio and newspaper interviews)
- ❑ Develop image-building events (Examples: downtown progress awards ceremonies, ribbon-cutting for new projects, "before and after" renovation displays)

DESIGN

This element of the Main Street Approach™ involves improving the physical environment by renovating buildings, constructing compatible new ones, improving signs and merchandise displays, creating attractive and usable public spaces and ensuring that planning and zoning regulations support Main Street revitalization.

The Design Committee plays a key role in shaping the physical image of Main Street as a place attractive to shoppers, investors, business owners and visitors. To succeed this committee must persuade business owners, building owners and civic leaders to adopt a specific approach for physical improvements to buildings, businesses and public improvements. Specifically:

- ⇒ Educating others about good design - enhancing the image of each business as well as that of the district;
- ⇒ Providing good design advice - encouraging quality improvements to private properties and public spaces;
- ⇒ Planning Main Street's development - guiding future growth and shaping regulations;
- ⇒ Motivating others to make changes - creating incentives and targeting key projects.

Design Core Competencies

- ❑ Develop and market design improvement incentives and assistance including:
 - Real estate tax abatement
 - Complete Preliminary Information Form to have the nomination potential of a property or a district considered for state and/or federal historic designation by the Virginia Department of Historic Resources (804-367-2323); pursue nomination if appropriate
 - Loan programs
 - Grant programs
 - Design Assistance - through Virginia Main Street Architect
- ❑ Explore a formalized design review process
- ❑ Photograph downtown extensively; including before and during photos of rehabilitation work and promotional events; use professional photographers when possible
- ❑ Develop district identification signs
- ❑ Develop a design guidelines publication
- ❑ Evaluate existing physical assets - buildings, streets, public signs, parking lots and open spaces
- ❑ Create a detailed and visually appealing map of downtown
- ❑ Inventory conditions of physical environment
- ❑ Conduct a traffic study
- ❑ Conduct a parking study (if appropriate)

ECONOMIC RESTRUCTURING

This element of the Main Street Approach™ concentrates on strengthening the district's existing economic base while finding ways to expand its economy and introduce compatible new uses.

The Economic Restructuring Committee has the job of identifying new market opportunities for the traditional commercial district, finding new uses for historic commercial buildings and stimulating investment in property. To succeed this committee must develop a thorough understanding of the community's economic condition and opportunities for incremental market growth. Specifically:

- ⇒ Strengthening existing businesses and recruiting new ones;
- ⇒ Finding new economic uses for traditional Main Street buildings;
- ⇒ Developing financial incentives and capital for building rehabilitations and business development;
- ⇒ Monitoring the economic performance of the district.

Economic Restructuring Core Competencies

- Complete and maintain building inventory including:
 - Rental rates
 - Square footage
 - Age of building
 - Unique features
 - Condition
 - Ownership
 - Vacancy
 - Taxes
 - Current photograph
- Complete and maintain a business inventory including:
 - Cumulative number of businesses
 - Ownership
 - Product / Service
 - Customers
 - Amount of sales
 - Sales patterns
 - Lease conditions
 - Availability (date / price)
- Complete market analysis including:
 - Surveys
 - Sales leakage assessment
 - Business recruitment plan
 - Business retention plan
 - Summary report
- Track program impact, including:
 - Changes in sales tax revenue
 - Changes in property tax revenue
 - Net new jobs
 - Net new businesses
 - Amount of private investment
 - Number of volunteer hours

- ❑ Develop and market economic development incentives, including
 - Business seminars
 - Loan pool programs
 - Grant programs
- ❑ Develop a Business Recruitment Packet and procedures
- ❑ Develop business retention programs
- ❑ Create a new business owners' orientation kit

Virginia Main Street At-A-Glance

| | Start-Up | New Main Street | Mature Main Street | Affiliate |
|--|------------------|--------------------|-----------------------|------------------|
| Requirements | | | | |
| Traditional Main Street District | X | X | X | |
| Use Main Street Approach | X | X | X | X |
| Independent Downtown Organization | Work toward | X | X | Any organization |
| Sustainable Program Funding | Work toward | X | X | |
| Employ Executive Director | Work toward | X | X | |
| Provide Clerical Support | Work toward | X | X | |
| Sign Letter of Agreement | Letter of Intent | X | X | |
| | | | | |
| Services | | | | |
| Main Street Library | X | X | X | X |
| Phone Consultations | X | X | X | X |
| Work planning assistance | X | X | X | Limited |
| Program Manager Meetings | X | X | X | X |
| Regional Board Training | X | X | X | X |
| Scholarships | X | X | X | |
| National Main Street Center Membership | | X | | |
| Reconnaissance Visit | | X | | |
| Organizational Visit | | X | | |
| Resource Team Visit | | X | | |
| Core Component Checklist | | X | | |
| Design Assistance | | X | Limited | |
| Specialist Visits | | X | Permitting | |
| Year End Assessments | | X | As Requested | |
| Highway Signage | | X | X | |
| Public Relations | | X | X | |
| Use of Main Street Logo | | X | X | |